
AITS Strategic Plan

FY 13 – FY 16

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AITS STRATEGIC PLAN

FY 13 – FY 16

Introduction

This document outlines the information technology (IT) strategies and initiatives of Administrative Information Technology Services (AITS) at the University of Illinois. It is designed to be a three-year IT plan that evolves with collaborative input along side other strategic plans throughout the University. The planning process that produced this document utilized the University of Illinois IT Strategic Planning Process Framework developed in FY 12 as a primary input to planning.

The goals in this document were developed to support the strategic directions of saving time, fostering ease of use, improving the speed of delivery of IT services, delivering targeted and pervasive information for users, and collaborating throughout the University. Many of the goals rely on collaboration with units throughout the University.

I am grateful that many people from across the University have contributed to the development of this plan, and I hope to continue to receive your input.

Comments, questions, and other feedback regarding this document are welcome at any time.



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Statement of Purpose

This document describes the department of Administrative Information Technology Services (AITs), our strategic directions, goals, and initiatives for supporting the University of Illinois. It is designed to be a three-year strategic IT plan that evolves with collaborative input along side other strategic plans throughout the University. This plan provides a means to work collaboratively with our University constituents to create more efficient and effective administrative IT services.

Mission

We provide a wide range of administrative information technology solutions and services to the University community that are accessible, reliable, accurate, efficient, and responsive to customer needs. We collaborate to proactively identify opportunities, manage risks, plan future initiatives, and solve problems by leveraging all of our information technology resources and knowledge. We continually measure and evaluate our services in order to optimize them for the University community.

Vision

To be an engaged partner within our University community to advance the institution's mission and administrative functions. We will provide information technologies and services that will balance the need to be innovative, collaborative, and easy to use while also being reliable, predictable, and relevant to the University community who utilize them.

Values

Everything AITS does will be driven by a focus on successful results and the following values:

Leadership

Using the resources available to us as individuals and as a department, we create ways for everyone to contribute to our objectives of anticipating customer needs, providing innovative, cost-effective and sustainable solutions, and delivering reliable systems and infrastructure. Leading by example, we will continually look for ways to enhance data driven decision-making, challenging old standards and common practices.

Stewardship

We consider both the long-term well-being of the University and the short-term imperatives facing it in the decisions we make, the actions we take, and the advice we offer to other leaders across the University. We encourage and support our staff members as they work towards the right solutions for the University.

Customer Satisfaction

We strive to provide the highest level of service possible to our customers based on their needs and our capabilities. We work within our means to develop the best solutions for our customers.

People

People are the University's most important asset. We will create and sustain a safe environment for them. We will invest in our staff members at all levels in our organization through a wide variety of development activities and opportunities. We encourage staff members to be proactive in career development and planning and furthering their formal education.

Integrity

We are forthcoming, truthful, ethical, and sincere in our words and actions. We keep our promises. We build and maintain trust between colleagues across the department and are invested in each other's success.

Learning

We continually learn from working with our customers, fellow employees, partners at the campuses and University Administration, and our peers in industry and higher education. We value our customers' insight, experience, and expertise.

Strategic Directions

The AITS strategic directions are statements indicating the specific strategic areas that AITS will focus on in supporting the University’s mission and our responsibilities as an organization. These strategic directions align with our mission and vision and focus our efforts to fulfilling these. In pursuing these strategic directions, the strategic goals and initiatives in the next sections serve as actionable broad and specific plans that AITS will pursue in order to fulfill our stated strategic directions. AITS’s strategic directions for FY 13 – FY 16 are:



Save Time · Improve Ease of Use · Improve Speed to Service
Deliver Targeted and Pervasive Information · Collaborate

Save Time

Pursue opportunities to improve and offer new services that increase productivity for faculty, students, and staff.

One of the foremost goals of employing information technology resources is to save time for our users. When IT services allow people to perform tasks and processes more efficiently, it preserves their time to dedicate to other valuable tasks. At the University, this means that students have more time to study and participate in student life activities. Faculty members have more time to teach and perform research. Staff members can better support faculty and students when IT helps improve efficiency.

Preserving our time through IT services takes many forms. Systems are implemented to reduce administrative overhead, and everyone should be able to efficiently access the services available with minimal searching and with a single electronic identity. It should be easier to interact with information of all forms throughout the University, and creation of knowledge should be automated as possible.

Improve Ease of Use

Improve the usability of AITS services.

Customers are increasingly interested in the availability of a portfolio of basic and expanded information technology services. All of the IT services that are deployed at the University should be designed and maintained with an emphasis on the user’s perspective of being easy to use. When services are not easy to use, or too complex, there is a disconnect between our users and providers of information technology, which usually results dissatisfied customers.

As we build or purchase new services to meet user needs, IT ensures that these services have a number of key usability characteristics such as:

- Familiar, consistent, and understandable terminology
- Easy to read and navigate
- Easy to learn and become easy to use
- Compliant with all accessibility standards
- Information is easy to find
- Suitable performance and load times
- Clear path for support

As a general rule, if services cannot meet these criteria, it may not be in our best interests to pursue them. In some instances, ensuring these criteria are met will make services more difficult or time consuming for IT units to maintain; however, the overriding concern is that it is better to constructively utilize the time of IT professionals if there is a net improvement in services for the end user and the University.

Improve Speed to Service

Improve the time to delivery of AITS services.

In addition to ensuring services are easy to use, the time to deploy services needs to decrease. This multifaceted issue includes planning, purchasing, human resources, development, testing and risk assessment. Each of these components influences how long it takes to get service in the hands of those who need them. In addition to our own processes, the state and federal governments also have compliance regulations that drive the speed to deployment. We must work creatively within our given constraints with an eye toward accelerating deployment. We cannot become an agile university without changing the speed to service.

Deliver Targeted and Pervasive Information

Provide a variety of tools and infrastructure tailored to meet the large spectrum of customers and their information needs.

We have different kinds of customers for the information we provide, with a variety of different information needs. We need to expand our toolset and infrastructure so that we – and the other information providers who rely on us – can serve each of these needs using the right data and the most appropriate technology.

We need to work aggressively to make information more pervasive across the University community. We will do this by continuing to build out the Data Warehouse environment as the University's central repository for integrating and publishing data from enterprise systems, providing a comprehensive source for administrative data, as well as helping customers supplement enterprise data with local data. We will proactively identify information gaps and address them ourselves or advocate and partner with other information producers to get them addressed. We will also focus on improving adoption of information solutions.

Collaborate

Build and strengthen relationships with people and organizations throughout the University based on mutual trust.

Collaboration is a foundational element of the everyday lives of the student, faculty, and staff of the University. All three of those groups collaborate amongst their peers and others across the University and worldwide. The methods and tools for collaboration continue to grow as digital capabilities expand constantly. Information technology provided by the University must enable collaboration, while increasing the ease and efficiency of the collaboration, and not cause more work in order for people to collaborate.

Another important area of collaboration is the partnership between IT professionals, IT governance committees and processes, and the constituents that these groups serve. Close collaboration between these groups is essential to facilitating shared decision-making, prioritization of initiatives, improving the performance of IT, and the implementation of new and improved services. We must also collaborate actively with our colleagues and vendors from outside of the University in order to more efficiently support our vended services and provide leadership among our peers in leading product development direction.

Strategic Goals and Initiatives

The AITS strategic goals were created through discussions with our customers, and are refined by internal conversation within AITS. We utilize our strategic directions as described earlier, to guide development of goals that support and align with these directions. Most organizations need to successfully accomplish many goals to achieve their mission. Some of the goals presented have not yet been prioritized or resourced and represent stretch goals that will be pursued as resources are available and other goals are satisfied.

Strategic goals have an outcome that is measurable and achievable within a specific time frame. One, which is subordinate to the mission, yet supports the overall business purpose by addressing an aspect of it. We utilize the SMART model for evaluating Strategic Goals as demonstrated below.

Each goal has a different priority, and the priority changes throughout the year depending on environmental factors such as funding, urgency, University needs, vendor partnerships and human resource availability. The strategic goals are pursued through our initiatives. Initiatives are operational in nature and achievable within an expected timeframe and available resources. There may be multiple initiatives for a strategic goal.

Example of a Strategic Goal and respective Initiative:

Administrative systems will be designed with easier contemporary standards for ease of use to improve user experience and minimize the training burden on the university.

GOAL: Administrative systems will be designed with easier contemporary standards for ease of use to improve user experience and minimize the training burden on the university.	
S = Specific	Yes, must define usability standards in order to measure use
M = Measurable	Standards in place and process in place for use
A = Attainable	Yes
R = Realistic	Yes
T = Time-bound	Published standards in place June 30, 2013. Measured ongoing.
Strategic Directions Supported	Improve Ease of Use

Initiatives

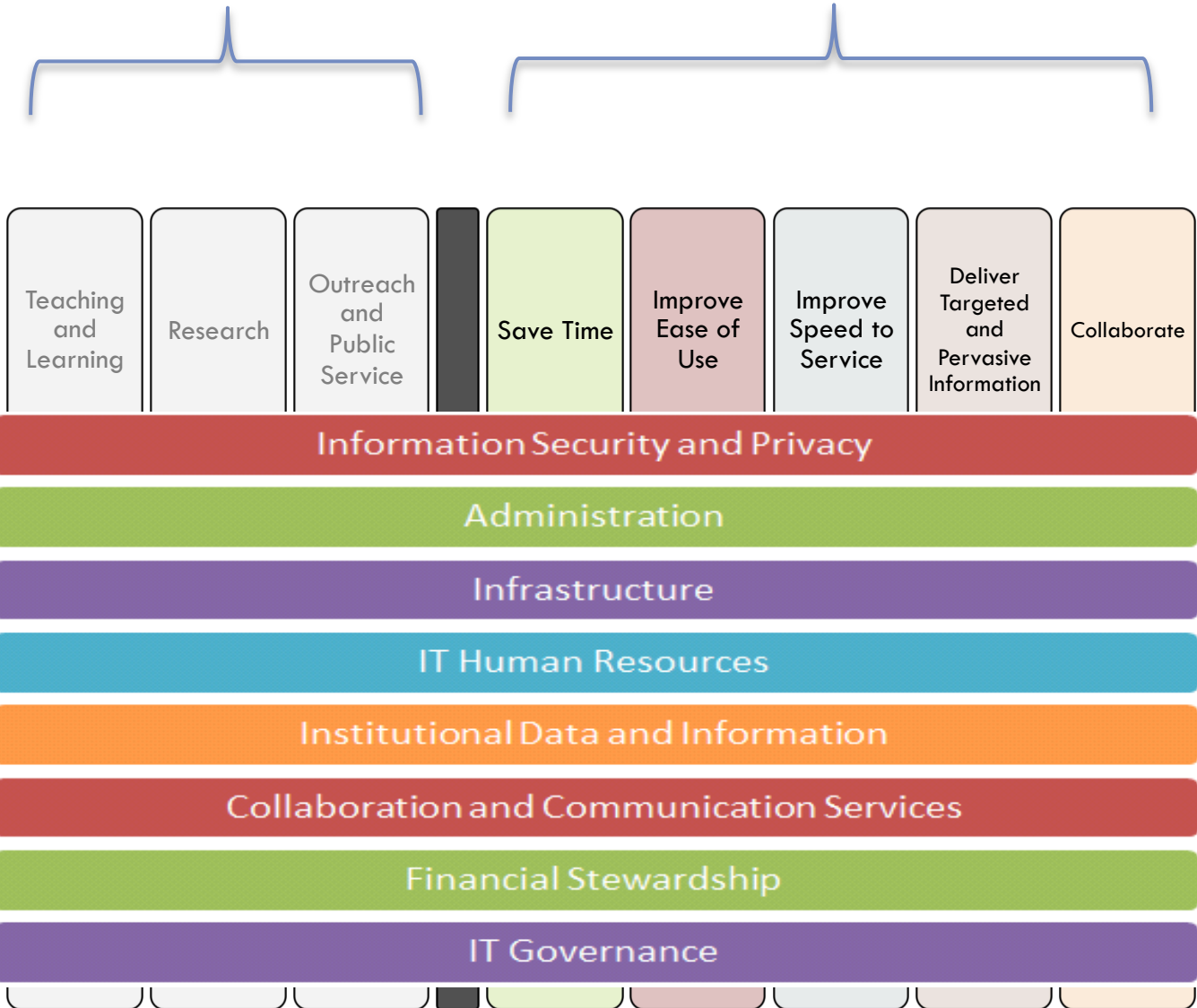
- Determine standards for ease of use for IT services.
- Implement ease of use standards in a consistent way.

Mission Activities and Strategic Directions

On the following pages, this plan discusses AITS’s strategic goals towards providing administrative services and support for the University. These goals are organized by topics that are supportive of the University’s mission activities. These goals are further focused and aligned to the AITS strategic directions.

University Mission Activities

AITS Strategic Directions



Information Security and Privacy

Information in all its forms is our currency and the source of underlying value we provide to the University. There is a significant value associated with our intellectual assets and institutional data that require substantial measures to protect. Safeguarding university information, assets, and stakeholders allows the University to concentrate on mission activities and operations. These efforts include improving the overall security and privacy of information at the University, appropriately balancing risk with safeguards, and ensuring security and privacy measures are appropriately supported, funded and implemented within the University.

Goals and Initiatives

Protect University Administration user platforms.

- Deploy automated system patching of workstations and mobile devices – Reduce the latency of system and application patches being deployed to users' computers through the deployment of IBM Tivoli Endpoint Management (TEM) and Microsoft SCCM.
- Improve virus Detection and repair tracking – Improve tracking of repairs for viruses found on workstations and mobile platforms as well as develop graduated procedures for restricting systems with repeat infections.

Protect University Administration computing infrastructure.

- Upgrade Intrusion Detection System / Intrusion Prevention Systems (IDS/IPSs) for AITS Data Centers – Deployment and joint management of Juniper IDS capability at both HAB and RRB data centers. This will replace the current Tipping Point IDS/IPSs that filter user connections to the data centers.
- Improve vulnerability scanning of data center systems – Participate in the NCSA pilot of Qualys scanning to augment the existing Nessus scanning capability. Evaluate the vulnerability mitigation tracking capability to determine long-term viability.
- Implement multi-factor authentication services – Pilot the use of multi-factor authentication for system administration and other trusted functions. Coordinate with IAM project on more general use of multi-factor for larger user populations.
- Implement perimeter and internal log monitoring – Examine efficacy of current VPN log monitoring and potential to extend to other external services. Develop strategy for implementing Security Event Monitoring capabilities to support data analysis and investigation.
- Improve log retention and analysis – Analyze current system audit logs and determine appropriate log retention periods and storage requirements.

Implement the risk management program for information security and privacy including appropriate mitigation plans.

- Collaborate on data classification – Collaborate with UTMT Security Working Group on review of the new data classification guidelines with data owners across the University to publish a single data classification standard across the University.
- Perform security risk assessment of Enterprise systems - Starting with Banner, identify current security posture in relation to privacy and data integrity controls. Controls will be benchmarked against industry leading practice related to COBIT, IAPP, and applicable regulatory guidelines. Gap remediation will be identified in relation to ROI. [FY 13 – Banner, EDW]
- Sensitive Data Discovery / Management – Identify high-risk users of sensitive information in University Administration and deploy data discovery and management capability on user platforms to aid users in managing their sensitive data.
- Implement encryption / signing certificates – Work with UTMT SWG to implement common certificate deployment that can be used in email and applications for encrypting or signing functions. Initial deployment will be to Contract Management system in early FY 13.

Improve compliance capabilities.

- Develop comprehensive compliance program – Identify all applicable IT policies and regulations and map against existing controls, identify control gaps, and develop mitigation plans for compliance. In FY 13 focus is on FERPA and SSN concerns. In FY 14 focus is on HIPAA concerns.
- Improve audit compliance capabilities – Based on lessons-learned from internal and external audits, improve controls to more effectively support audits.
- Implement security awareness training for UA – Collaborate with UTMT SWG on the purchase and deployment of compliance training capability for University Administration. Training will cover general security awareness as well as specific concerns for University compliance.
- Implement ongoing compliance monitoring – Develop and track compliance checkpoints for security and other identified compliance areas.
- Support University Payment Card Industry (PCI) compliance – provide security engineering support to Merchant Card office to convert compliance activities into sustainable processes.

Provide security engineering assistance on University Administration projects to add value or reduce risk.

- Improve security processes in the SDLC – Review security activities defined in the SDLC to streamline project security activities. Measure completion of security milestones as part of normal project management activities.
- Perform mobile computing security analysis – As mobile application development and deployment progresses, investigate and develop guidelines for securely implementing mobile applications.
- Participate in project security reviews – As defined in SDLC, participate in planned security reviews on projects as well as on ad hoc basis as needed.

Improve our compliance with all applicable laws and regulations regarding information security and privacy for e-Discovery.

- Improve FOIA processes - Assist the University Relations office in improving the execution of Freedom of Information Act requests. Analyze major workflows requirements and identify solutions to save time and effort.
- Review Litigation Hold and eDiscovery processes – Coordinate with UTMT SWG to develop common understanding of how each campus and UA processes requests from the University Counsel offices.

Administration

Administrative IT systems are utilized in areas such as student services, finance, human resources, facilities, advancement, and research administration to support the mission activities of the enterprise. It is important that our administrative IT investments improve efficiency and effectiveness and are informed by faculty, staff, students and alumni.

Goals and Initiatives

Provide excellent customer support to all users at the University in multiple forms and avenues to enable them to utilize information technology resources as easily as possible to accomplish their goals.

- Measure relevant performance metrics for customer service.
- Provide IT advocacy liaisons to all University Administrative major functions.
- Implement improvements to the customer relationship management function for central IT organizations.

Promote and support collaboration and community source initiatives to leverage tools we've already built and provide a more robust environment where systems and people can more easily work together and communicate.

- Reduce application redundancy and leverage the development work of others across the enterprise. Applications developed by edge units can be leveraged by other departments and colleges across the campus and university instead of being repeatedly redeveloped or purchased. A model needs to be developed which will address issues such as funding, technical support, application hosting, accessibility, application governance, user support, etc.
- Create and deploy a service to provide a web services registry as well as a common repository for applications, enterprise message objects, and community source development initiatives.
- Develop data integration services including community data definition and integration standards.

Improve business processes at all levels of the University to ensure that the front-end process is efficient.

- Enhance business process improvement capabilities at the University.
- Provide broad availability of project management tools and training.
- Provide a suite of tools and services available for managing both human and business process management workflows.

Administrative systems will be designed with easier contemporary standards for ease of use to improve user experience and minimize the training burden on the university.

- Determine standards for ease of use for IT services.
- Implement ease of use standards in a consistent way.

Eliminate unnecessarily redundant systems.

- Continue/Improve Application Review Process that: Inventory IT systems to identify areas for further analysis related to system or service collaboration or redundancy. Perform analyses and prepare recommendations for reducing redundant systems.
- Create an action plan to reduce or consolidate redundant systems and services.

Improve IT service procurement in order to make it easier for departments and users to obtain the services they need.

- Analyze licensing agreements for IT services utilized broadly across the university and evaluate them for cost effectiveness and feasibility for enterprise licensing.
- Collaborate with the State of Illinois CIO office towards improving IT procurement practices.

Improve IT systems and services that support research administration.

- Implement a set of Research Management and Administration systems and integrations to eliminate redundant systems and share data. These systems would focus to increase administrative productivity, reduce faculty workload and provide data for better analytics and additional positive exposure for research outcomes.
- Expand the implementation of research collaboration services such as Digital Measures and Harvard Profiles.

Implement improvements to service desk functionality to provide customer service in the most efficient manner for the user.

- Implement the upgrade of service desk software to the most current version enhancing functionality and support.
- Develop and implement a front-end for the service desk product to improve user self-service functionality.

Improve where feasible the sharing of data between university and affiliated organizations.

- Participate with the University of Illinois Foundation and Alumni Association on the Advanced Technology Upgrade Initiative.

Implement improvements to Board of Trustees public communication channels.

- Implement a tool to digitize BOT meeting materials and archives.

Infrastructure

The University requires a foundational infrastructure of reliable information technology resources on which other systems and services depend. These infrastructure services must maintain a superior level of performance and reliability in order to support the mission of the University while being cost-effective, scalable, and accommodating to changing needs and technologies. The University will strive to provide a reliable world class high-performance network infrastructure to all campus buildings that allows for all users to access needed resources. The infrastructure should support the needs of both wired and wireless users for faculty, staff, students and guests.

Goals and Initiatives

Provide reliable, high performance network services.

- Provide seamless wireless access for University Administration constituents including infrastructure, usability, customer service, and printing.
- Understand and strategize replacement of the M9000 in 2015.

Provide comprehensive Identity and Access Management architecture and services for the University to provide a cornerstone solution to manage the creation, maintenance, and use of digital identities.

- Implement the Identity and Access Management Project. The goal of this project is to implement an IAM solution to address the University of Illinois need to manage Identity and Access issues. Components of the implementation will include:
 - Single sign-on
 - Provisioning
 - Authorizations
 - Affiliation
 - Business Intelligence
 - Authentication
 - Federation

Provide mobile strategy that meets the vision of the infrastructure and overall strategic plan.

- Implement a mobile framework for native and mobile web applications.
- Develop and implement mobile business intelligence services.

Provide unified communications services (email/calendar/voice) to the University Administration community.

- Support unified communications (UC) hardware and infrastructure.
- Continue support of UC implementation across University Administration.

IT Human Resources

People are the University’s most important asset. Those that support information technology provide front-line support to students, faculty and staff and are responsible for the day-to-day IT operations at the University. They are also responsible for fulfilling the strategic goals and initiatives as outlined in this plan. Our staff is invested in the mission of the University and AITS’s success. To that end, they proactively network with their colleagues to exchange ideas/methodologies and leverage expertise. AITS’s human resource plan will balance successful achievement of organizational goals with the development of employees.

Goals and Initiatives

AITS will create and sustain a culture of responsiveness and mobility.

- Redeploy resources whenever and wherever there’s priority work that needs doing.
- Create responsiveness and mobility through integrated people management practices.

Provide appropriate professional development to staff to expand technical skillsets and leadership qualities.

- Provide opportunities for ongoing skills development and enhancement.
- Assess IT professional satisfaction and develop actions based on feedback.
- Provide support to employees furthering academic pursuits:
 - Partial financial support for self-supporting programs
 - Flexible work schedules to attend or teach classes
 - Assignments related to field of study
- Provide leadership training opportunities for IT professionals.
- Explore an employee exchange program including intercampus assignments to improve our understanding of campus/college culture/dynamics/politics.
- Develop and offer a professional development course for all employees to improve our understanding of campus/college structure/culture/dynamics/politics/IT governance.

AITS encourages a working environment in which staff are fully invested in the mission of the University and success of AITS, setting the tone for high morale.

- Provide frequent communication with staff.
- Provide challenging & meaningful work and provide opportunities for advancement.

- Promote health and well-being through demonstrated commitment to work life balance.
- Social committee: Plan activities that will bring staff together for fun.
- Provide leadership training opportunities.
- Provide all AITS staff with opportunities for skills development and enhancement.
- Provide a clear vision and regular, balanced feedback.
- Compensation review against University / market salary data; identify methods to incentivize employees.
- Provide access to mentoring and coaching.
- Maintain a commitment to employees' safety.

AITS will provide an environment that facilitates communication and collaboration.

- Encourage exchange of information at all levels of the organization.
- Encourage cross department/unit/campus IT collaboration.
- Encourage IT professionals to participate in networking opportunities such as:
 - ITPF – IT Professionals Forum
 - IT Caffeine Break
 - IT Alliance
 - Midwest EDUCAUSE, MS Tech, EDUCAUSE, SCUP, CIC, HEDW, TDWI, etc.
- Perform an analysis of AITS internal processes with a goal of proposing and implementing improvements. Analysis should focus on areas such as:
 - Internal communication
 - Duplication of effort
 - Different priorities
 - Different processes
 - Educating on what we do and collaborate on common practices and processes
 - Recognizing areas of overlap
 - Improve workflows and business process analysis

Continuously align human resources around ongoing/emerging work and strategic priorities.

- Assess organizational structure against organizational priorities.
- Shift employees to where they're needed when they're needed.
- Clearly and consistently communicate priorities and objectives to staff to focus on identifying resource imbalances and making informed trade-off decisions between goals/initiatives.
- Match people with interests so they can grow in the department.
- Make continuous alignment an organizational competency.

Institutional Data and Information

There are a number of different types of administrative data at the University. These data and information must be organized, formatted, and stored in a manner that makes them accessible where needed via the appropriate services or interfaces required to make them useful for different purposes. Decision makers and other information consumers at all levels of the University will have timely access to consistent, reliable, information that is relevant for their operations, analysis, and management needs. AITS both supports these needs directly, and provides infrastructure to enable information producers in other offices to produce their own information solutions. Wherever possible, we work in partnership with other central offices to provide information consumers with a seamless set of products and services to meet their information needs.

Goals and Initiatives

Continuously improve operational excellence in Business Intelligence and Data Warehousing.

- On an annual basis, perform a high-level assessment of each of our core ongoing operational processes.
- For each fiscal year, identify one to three operational processes to focus on, and specific improvement goals for each.
- For FY13, revamp our communications approach to meet the greater demands expected for our Business Objects upgrade and report conversion.
- For FY13, improve accuracy, efficiency, and coordination of security request provisioning.
- For FY13, reduce time to delivery for development projects.

Deliver targeted and pervasive information by operationalizing new BI technologies ourselves, and making them available to other information producers.

- Establish the needed technical infrastructure for the following new BI technologies (in priority order): Web Intelligence, Crystal Reports, Dashboard Designer, Tableau, Mobile deployment of reports and dashboards, Explorer, and Voyager.
- Assess deployed technologies for ongoing scalability and address as needed.
- Complete conversions of AITS supported Standard Reports from Desktop Intelligence to other BI tools (Web Intelligence, Crystal Reports, Dashboard Designer).
- Assess deployed technologies for ongoing adoption and address as needed.

- Determine and establish Support models for new technologies and expanding existing services (e.g. local Business Objects Universes).
- Assist customers in converting Desktop Intelligence reports to Web Intelligence (or other tools as appropriate).
- Build internal expertise in administering and using the tools.
- Investigate DW-focused appliance-based hardware approaches as part of hardware refresh.
- Determine approach(es) for addressing secondary administrative systems and vendor delivered BI.
- Create plans for Training and Communications.

Make the Data Warehouse environment a more comprehensive source of administrative data by extending it to include Local and Institutional Data.

- Continue to extend the Data Warehouse environment by including data from other enterprise systems (via ITPC projects).
- Complete the Institutional Data Collections project and work with partners to identify additional data sets to publish, using Institutional Standard Answers as the driver where appropriate.
- Establish policies and procedures for uploading local data, and promote this service to appropriate customers.

Improve the ease of use, understandability, and appropriate use of enterprise data by overhauling the Data Warehouse metadata.

- Assess our current metadata and identify goals for improving understandability and ease of use.
- Determine approach for helping information consumers and producers identify the best way to get data for a given need.
- Determine a plan for implementing metadata improvements, and the technology required.
- Implement metadata improvements.

Support Institutional Standard Answers (Targeted, Pervasive, Collaborative).

- Promote the idea of addressing standard reports more systematically with customers, partners, and stakeholders to build buy-in and establish what challenges need to be addressed.
- Establish support structures, both technology and organizational, to enable a more systematic approach.
- Work with partners to establish Institutional Standard Answers as a UI priority.
- Identify partners where possible and revamp the Standard Reports rather than just converting them as-is (see Establish New BI Technologies above).

Establish a common BI Delivery infrastructure.

- Conduct R&D to determine how to deliver AITS information solutions through the new 4.0 version of Business Objects InfoView.
- As needed, conduct R&D and determine how to deliver information solutions that use AITS-provided tools and infrastructure through the central portal(s).
- Work with UI and campus portal initiatives to help establish a common infrastructure for BI delivery across information producers, both central and local.

Collaboration and Communication Services

Students, faculty, and staff communicate in increasingly rich and sophisticated ways in order to collaborate with one another, to expand the reach and impact of our efforts, and to promote the University and its programs. As the pace of change grows and through a new kind of relationship with IT, the University will be able to leverage the interest and excitement of students, faculty and staff in making use of the latest technologies.

Goals and Initiatives

Offer scholarly support services for administrative data as it relates to faculty.

- Analyze the effectiveness of the Harvard Profiles tool and evaluate the ability to leverage for other purposes/disciplines.

Provide business relationship/development management services to improve relations with constituents (CRM).

- Implement the IT Advocate program to better coordinate and serve constituent needs.
- Complete and publish a communication plan including publications, media, schedule and constituents served.
- Recreate the AITS website to provide a one-stop shopping for services, standards, processes, pricing, policies, news, assistance, and contacts both internally and externally.
- Partner with the University of Illinois Foundation and University of Illinois Alumni Association to ensure advancement systems are well integrated with other systems at the University.
- Actively solicit performance feedback from constituents and transparently address areas of concern.
- Provide improved training to new employees, faculty and students regarding the IT services available and support pathways.

Offer effective online collaboration environments for a wide variety of purposes.

- Implement the SharePoint Shared Service.
- Provide a collaboration space for cross-organization development work.
- Support enterprise-level efforts towards common collaboration platforms.
- Implement the Gartner iPad application.

- Implement video conferencing services that will be broadly available to University Administration.
- Improve video conferencing in the president’s conference rooms.

Collaborate with other IT groups across the university to provided new and improved services.

- Develop a new systems status page for managing communications regarding system status.
- Implement an endpoint management solution to maintain traditional desktops.
- Expand deployment of the RightFax solution to expand its reach to University of Illinois business units wishing to move away from existing faxing machines and required telecommunications.
- Provide infrastructure for systems that allow the public to interact with University resources (Camp Registration System).
- Analyze and develop a support and ownership model for all shared services. Where new resources are required for AITS, identify the source of new resources or the associated tradeoff with current services.
- Provide enterprise Quality Assurance services for software development organizations. Departments could leverage enterprise class tools and experienced resources to provide independent Quality Assurance practices such as vulnerability scans, load and performance testing, usability testing, accessibility testing, and automated functional and regression testing.
- Maximize the utilization of our existing space.
- Continue Kualii implementation for business continuity/disaster recovery services.
- Provide infrastructure for virtual desktop and thin clients.
- Implement a training management system to be utilized for training and tracking staff, students, and faculty for job-related development and certification purposes.
- Provide Shared Data Center Services across all three campuses.
- Implement a solution or an interface to integrate Banner with various learning management systems. This integration is used to simplify the management of class registration and grades between the various systems.
- Implement a portal to simplify access to various applications (internal and external). This portal will provide:
 - Organization of the most common links and applications used at the University
 - Personalization based on roles and affiliations
 - Customization abilities for end users
 - Decentralized control of content authoring and targeted announcements
- Implement and support the disclosure portal.

Financial Stewardship

The University needs to realize the most value for its IT investment. Information technology is utilized to create efficiencies in business processes by automating operational functions. IT is also utilized to provide business intelligence to help us analyze performance and inform decision-making. An important aspect of utilizing IT is determining how we fund IT and understand how we spend our IT dollars.

Goals and Initiatives

Examine and improve the funding model for AITS.

- Use existing tools to better understand AITS spending.
- Utilize IT portfolio management to better understand, allocate, and report on IT resource usage and project and service performance.

Utilize our IT in the most energy-efficient manner to minimize energy costs when possible. Leverage IT services to facilitate energy conservation in other operations.

- Implement End Point management solutions to remotely manage end user power consumption when possible.
- Pursue paperless initiatives via process improvement, workflow applications, and alternate print elimination strategies.
- Consolidate data centers where appropriate to reduce space and power consumption.
- Implement thin client services to allow for utilization of lower power desktop machines for users while providing for all required functionality.

Look for opportunities where outsourcing or insourcing reduces cost, reduces risk, increases customer services/satisfaction.

- Implement enterprise level cloud solutions that anyone at the University can utilize.
- Analyze opportunities to utilize virtual servers / infrastructure / SAAS / platform as a service.
- Improve vulnerability scanning of data center systems – Participate in the NCSA pilot of Qualys scanning to augment the existing Nessus scanning capability. Evaluate the vulnerability mitigation tracking capability to determine long-term viability.
- Partner with other organizations to investigate offering shared services to the university community that are cost-effective.

IT Governance

It's vital that IT investment choices be guided by stakeholders, support enterprise strategies, and ensure the most important items receive the highest priority. IT governance (ITG) promotes the intelligent use of resources, providing a shared, rational, and transparent framework for the selection and prioritization of IT investments. ITG processes exist at all university campuses and within university administration. These processes will continue to evolve and leverage one another in order to influence IT strategy and resource investment at the University. Effective ITG processes will help foster a positive and trusted partnership with the institution's stakeholders to collaborate on achieving the institution's strategic plan through the use of IT resources. A core tenet of ITG is the transparency it can bring. It will provide a process to coordinate with the institution's stakeholders to prioritize efforts most likely to achieve the desired benefit and tactically deliver value through the effective and efficient allocation of resources towards those efforts.

Goals and Initiatives

Participate in IT governance processes that support the University.

- On an ongoing basis, provide to all IT governance committees an overview of what AITS is doing including ITPC Status and the AITS Strategic Plan.
- Continue participation with the UIC IT Governance committees.
- Continue participation with the UIUC IT Governance committees.
- Evolve the UA IT Governance processes to ensure that all project work has a defined path for review, approval, and resourcing.
- Participate on the University Technology Management Team and its subcommittees including the Security, Business Intelligence/ Performance Management, and Common Architectural Vision committees.
- Continue participation with the UIS IT Governance committees.
- Work with the UA IT Council on an ongoing basis to collaborate with our UA partners.

Refine the strategic IT planning process for AITS.

- Utilize the University of Illinois Strategic IT Planning Framework to develop a new strategic plan for AITS.
- Develop and implement a plan for tracking progress towards the AITS strategic plan.

Appendix A

IT Governance Committees for AITS work

University Administration

Information Technology Priorities Committee (ITPC)

Chair: Michael Hites, Executive Chief Information Officer, University of Illinois

ITPC Business Intelligence / Performance Management Subcommittee

Chair: Aaron Walz, Director of Decision Support, AITS

ITPC Human Resources Subcommittee

Chair: Tony Kerber, UA, Senior Director of HR Information Systems Strategy

University Administration IT Council

Chair: Michael Hites, Executive Chief Information Officer, University of Illinois

ITPC Cross-functional Group

Chair: Michael Hites, Executive Chief Information Officer, University of Illinois

ITPC Finance Subcommittee

Chair: Gloria Keeley, UA, Assistant Vice President Admin Services

ITPC Student Subcommittee

Chair: Rod Hoewing, UIUC, Interim Registrar